CDAO Singapore Keynote

Journey from Data to +Value-driven outcomes

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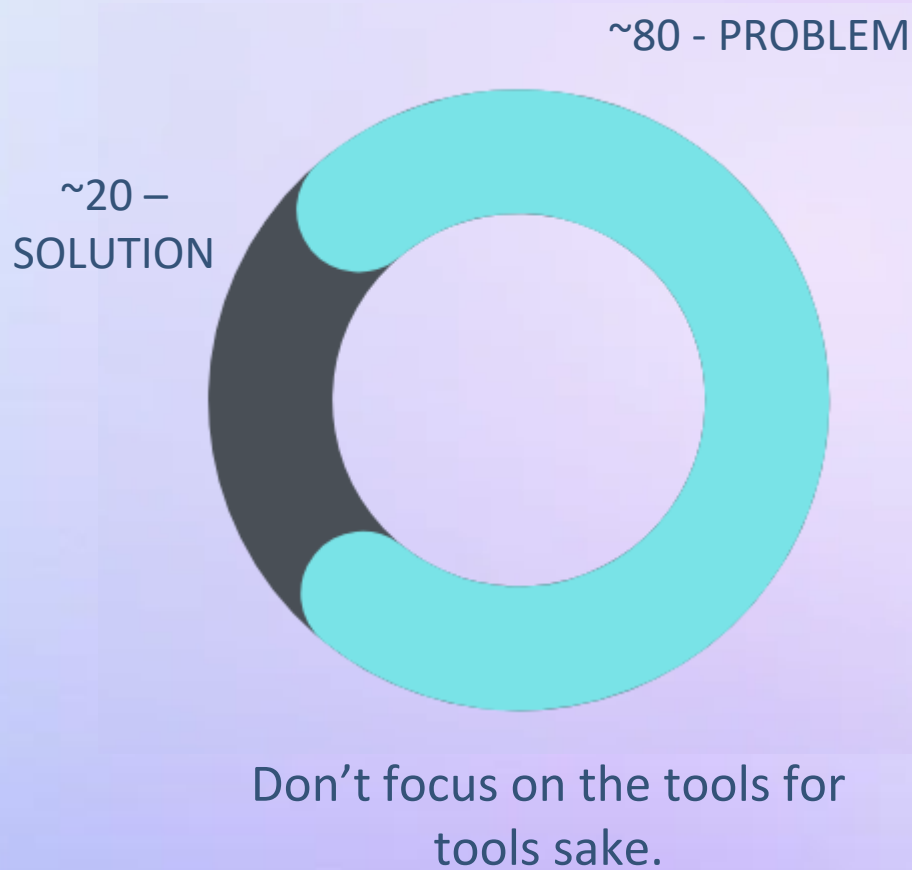
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Fall in love with the problem not the solution

~80 - PROBLEM

~20 – SOLUTION

Don't focus on the tools for tools sake.

First Principles Thinking Approach

1. Identify assumptions – Awareness that our initial view may not be the right one

2. Breakdown the problem – What are we sure is true?

3. Calibrate our understanding with other believable people

4. Reason up from there to create new solutions

Culture > Technology: Data Analytics is only as good as the people that use it

Technology

Architecture

Process

Culture

Routines

Models
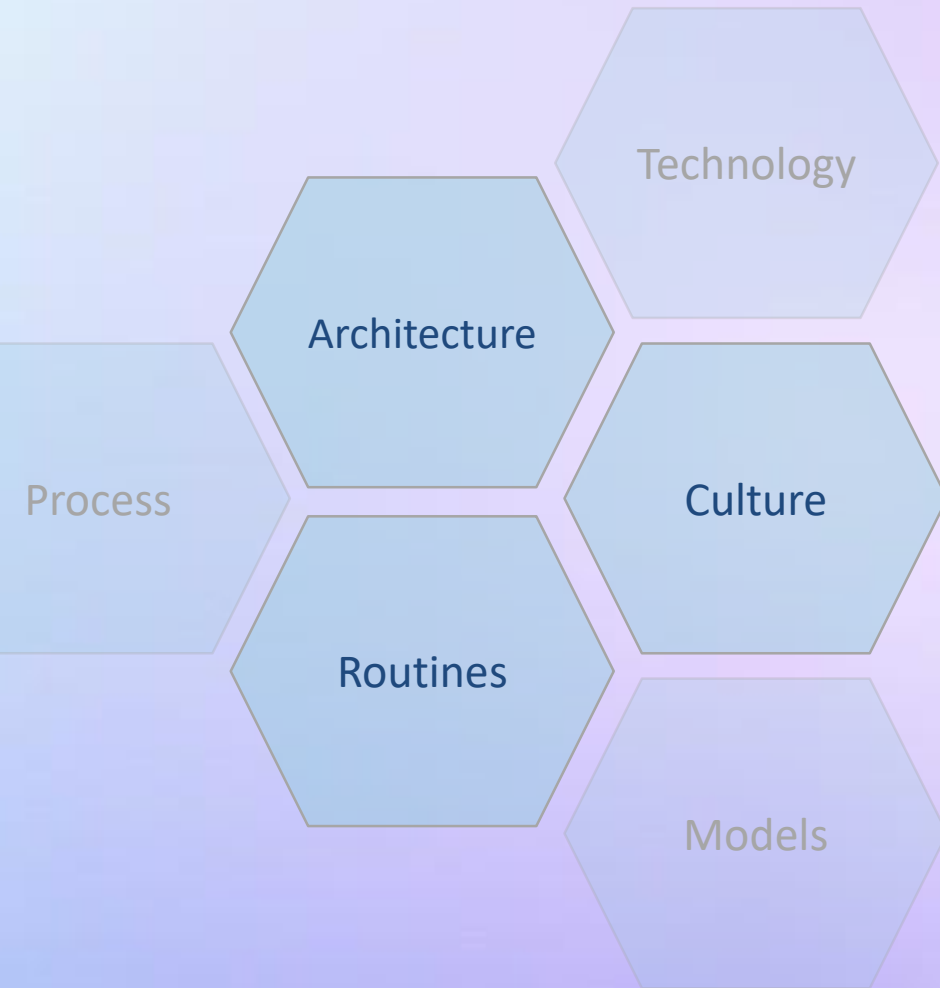
Architecture
- the formal organizational structure and the incentive systems in place to encourage people to make data-driven decisions.
- explore ways to start integrating change management with data analytics transformation program to improve data literacy across the entire organization.

Routines
- the habits and tacit knowledge in a firm.
- data teams should understand business context better. Business teams should engage analytics team for problem solving.

Culture
- the values and beliefs commonly held by people in an organization
- rigorous selection of data-advocates beyond the data & analytics team and full leadership commitment - sharing powerful data-driven stories and leading by example.

Keep insight driven outcomes in the center of everything

	Opportunities	**Risks / Challenges**
DATA	• Centralized platform and tools • Increased data accuracy, integrity, accessibility, governance, break down silos	• Incorrect interpretation of data at source • Insufficient or incorrect data capture at source (SAP, POS, legacy systems)
ANALYTICS & INSIGHTS	• Value creation , de-risk decisions • Empower and enable all functions to be more efficient and intelligent via data	• Insights don't get transferred into appropriate actions • Poor data literacy
DATA-DRIVEN ACTIONS	• Change the Org. culture and mind-set • Adaptive learning on-the-ground, data may just tell the partial story	• Over-reliance on internal/old data only • Not tracking the cause-effect of actions • Resistance to change
OUTCOMES	• Increase sales, profits, customer satisfaction, productivity… • Iterative improvements towards success	• Narrow / short-term outlook • Punishing failure instead of a using it as learning points (esp. for innovation)

Align data & analytics strategy with organization strategy

Vision & Mission

Aligns and guides

Strategic Plan

- What do we want to be known for in the coming years?
- How are we going to continuously be a market leader and innovator?
- How can we stay relevant in the digital age and future-proof our biz?

- CVP & GTM
- Digital Transformation Strategy
- Customer Loyalty
- Omni-channel Strategy
- Product, Pricing, Promos
- E2E Supply Chain Strategy
- Change Management / Culture
- …

Dependent on the Company Vision & Priority

Data-driven Strategy & Planning

Strategic Approach to Achieve Results

Data-Driven Approach to Achieve Results

Data Strategy

Data Mgt. & Gov.

CIO / CTO

Analytics & Insights

Execution & Tracking

Data collection based on strategy

1st, 2nd 3rd Party data
- Stores transactions / Sales Agents (digital automation)
- Distributors / Suppliers
- Customer data via Loyalty programs
- Data Aggregators & Research house (3rd party)
- Social media listening – market & competition

- Data-lake platform (GCP, AWS..)
- Data Architecture
- Masterdata Mgt - metadata
- Data engineering – automate data flow from multiple data sources
- Data Governance*
- Access & Controls*
- Data security policy*

- Analytical platforms & visualization tools (GCP, Tableau, AWS)
- Building dashboards and visualizations to share internally
- Apply data science / AI to do more complex predictive analysis
- Setup A/B testing for different strategic projects
- Combine structured and unstructured data sources to piece together new insights

- Targeted marketing campaigns (CDP) and Ads programmatic buying (DMP)
- Campaign performance tracking (costs vs sales uplift over time)
- Product, Pricing, Promotions
- E2E Supply chain optimization
- Store & Network productivity
- Manpower productivity
- Store Innovation
- Process Re-engineering
- People & Culture
- Org BSC/KPI metrics
- …

Collect / enrich with additional data to refine analytics and AI models

Legend		CDAO		C-suite		BU Leaders

Journey from Data to +Value Driven Outcomes Key Principles

- Fall in love with the problem, not the solution.

- Don't just focus on the tools for tool's sake.

- Analytics are only as good as the people who use it

- Keep insight-driven outcomes at the center of everything you and your data & analytics team do

- Align data & analytics strategy with the organizational strategy